

University of Nebraska - Lincoln

## DigitalCommons@University of Nebraska - Lincoln

---

Library Philosophy and Practice (e-journal)

Libraries at University of Nebraska-Lincoln

---

January 2020

### Work Environment and the Job Satisfaction of Librarians in Private Universities in South-East and South-West, Nigeria

uloma D. onuoha

*Adeleke University, onuoha.uloma@adelekeuniversity.edu.ng*

Clement Chinemerem Ukangwa

*Babcock University, Ilishan-Remo, Ogun State, ukangwaclement@gmail.com*

Evans Chima Otuza

*Babcock University, Ilishan-Remo, Ogun State, cb.ken9@gmail.com*

Follow this and additional works at: <https://digitalcommons.unl.edu/libphilprac>



Part of the [Library and Information Science Commons](#)

---

onuoha, uloma D.; Ukangwa, Clement Chinemerem; and Otuza, Evans Chima, "Work Environment and the Job Satisfaction of Librarians in Private Universities in South-East and South-West, Nigeria" (2020).

*Library Philosophy and Practice (e-journal)*. 3606.

<https://digitalcommons.unl.edu/libphilprac/3606>

# **Work Environment and the Job Satisfaction of Librarians in Private Universities in South-East and South-West, Nigeria**

## **INTRODUCTION**

Librarians perform several duties grouped into three major categories: administrative, technical and advisory. Administrative duties dwell mostly on the management of libraries, which include planning, and supervision of day-to-day activities. Technical duties/services, on the other hand, are concerned with the acquisition, processing, and organization of information materials while advisory services ensure that library users are brought in contact with needed information materials through services offered at the circulation desk/reference department. To carry out these duties effectively, it is expected that librarians have a sense of satisfaction in what they do. A person may be satisfied with all or some aspects of his or her work hence some librarians may be satisfied with the intrinsic part of their jobs such as responsibility, achievement or the work itself while others may find satisfaction only in those things, which are external or extrinsic in nature such as supervision, relationship with co-workers and pay.

Kaur (2006) points out the need for job satisfaction stating that satisfied librarians are more likely to put in more effort at their jobs than their less satisfied colleagues. Indeed, Mallaiah (2008) as cited in Anyaoku, Osuigwe, and Oguaka (2015) affirms that where a librarian is dissatisfied with his or her job, there is a tendency for the display of negative attitude towards users. Job satisfaction is of tremendous concern to researchers worldwide. In Pakistan, Khan and Ahmed (2013) carried out a study on the job satisfaction of library professionals in public universities and arrived at the conclusion that they are slightly satisfied. In Nigeria, Onuoha, Samuel and Ojo (2014) examined the job satisfaction of library personnel in private universities in Ogun State and affirmed moderate positive level of job satisfaction among library employees while reporting stringent conditions for promotion, denied access to benefits and lack of job security as major constraints to job satisfaction. These studies, however, investigated job satisfaction of library personnel without taking into consideration their work environment.

The term “work environment” describes the surrounding conditions in which an employee operates. Work environment is grouped into two main sections, namely: physical and behavioral

work environment. The physical environment is associated with tools, equipment, infrastructure and other technical skill or expertise needed to enhance the workplace. The behavioral environment, on the other hand, deals with the relationship with peers, colleagues, team, workgroup/departments and so on (Opperman, 2002). Work environment takes into consideration things like artificial lighting - dark colored walls and furniture, noisy environment, areas for break conducive or spacious meeting rooms, personal workspace and cleanliness (Pors & Johannsen, 2002). For librarians who spend most of their time organizing information materials and attending to users, there is a need for a conducive work environment, which will not only encourage individual or solo work but also enhance the services rendered to users. Studies on work environment show that certain characteristics of the workspace make employees satisfied with their jobs. Some of these characteristics as identified as ventilation rates, sunlight, lighting and acoustic environment (Humphries, 2005). Work environment is crucial to the running of university libraries as Amusa, Salman and Ajani (2014) identified it as the major cause of frustration among library personnel in South- West, Nigeria.

### **Statement of the Problem**

The university library is the powerhouse of knowledge, responsible for providing information materials to meet the teaching and learning needs of the university community. However, for libraries to function effectively, there is a need for a conducive work environment and personnel who are satisfied with their jobs. Unfortunately, this is not always the case as literature suggest that some libraries may not have conducive work environment which could negatively affect the job satisfaction of employees, thereby leading to negative consequences such as high turnover rate, absenteeism, etc., It is in view of these identified problems that this study investigates the work environment and job satisfaction of librarians in South-East and South-West, Nigeria.

### **Objective of the Study**

The general objective of the study is to ascertain the work environment and job satisfaction of librarians in private universities in South-East and South-West, Nigeria. The specific objectives are to:

1. identify the nature of librarians' work environment in private universities in South-East and South-West, Nigeria;
2. ascertain the extent to which librarians are satisfied with their job in private universities in South-East and South-West, Nigeria;
3. determine the relationship between work environment and job satisfaction of librarians in South-East and South-West, Nigeria.

### **Research Questions**

The study was guided by the following research questions:

1. What is the nature of librarians' work environment in private universities in South-East and South-West, Nigeria?
2. To what extent are librarians satisfied with their job in private universities in South-East and South-West, Nigeria?

### **Hypothesis**

The null hypothesis is tested at 0.05 level of significance:

H<sub>0</sub>: There is no significant relationship between the work environment and job satisfaction of librarians in South-East and South-West, Nigeria.

## **REVIEW OF LITERATURE**

### **Concept of Job Satisfaction**

Job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job (Lock, 2010). The job satisfaction of librarians, therefore, deals with how contented librarians are with the work they do. It is an emotional mindset, which enables librarians to perform their duty with every enthusiasm, energy, and conviction. Leysen and Boydston (2009) in a study of job satisfaction among cataloger librarians in the United States found out that 80.0% of the cataloger librarians are satisfied with their jobs. It was also discovered that they are particularly satisfied with their benefits package, relationships with coworkers, and opportunities to learn new skills. Another study carried out by Amjid (2013) on job satisfaction among librarians in the Universities of Khyber Pakhtunkhwa, Pakistan found out that librarians were slightly satisfied with the nature

of their work. They were, however, found to be dissatisfied with supervision, benefits, and promotion. Balasubramanian, Saravanan, and Seetharam (2013) in a study of job satisfaction among librarians in the Tirunelveli District in India affirmed that most librarians are highly satisfied with their jobs, especially in relations to benefits, social status, freedom of decision-making and innovative creation.

Chuks-Ibe and Ozioko (2014) in a study of job satisfaction among librarians in academic libraries in Niger State, Nigeria confirmed a commendable level of job satisfaction among librarians. Likewise, Ikonne and Onuoha (2015) in the investigation of factors influencing job satisfaction of Librarians in Federal and State University Libraries in Southern Nigeria, affirmed that job security and interaction with colleagues are major factors contributing to job satisfaction of librarians in Southern Nigeria.

### **Work environment and job satisfaction**

In a study of job satisfaction and career commitment of librarians in federal university libraries in Nigeria, Adio and Popoola (2010) found out that job dissatisfaction is mainly attributed to factors such as insufficient funding, recognition, and poor work condition, therefore, making work environment an important factor in job satisfaction. This was affirmed by Babalola (2012) who's study examined the influence of job motivation, demographics and environmental factors on Librarians' productivity in Colleges of Education in Nigeria, evidence from the study confirmed that work environment is a crucial ingredient for productivity. Supporting these views, Ajie and Omotunde (2015) in a study of job satisfaction and organizational commitment concluded by noting that the library environment should be conducive to boost job satisfaction.

Hyder and Batoool (2013) in a study of librarians at private degree-awarding institutions of Lahore found out that most of the respondents work in a noise-free environment and regard the size of their office as adequate. Oyintola, Abiodun and Ajani (2013) examined the work environment and job satisfaction of librarians in public universities in South-West Nigeria and found out that there is a significant correlation between work environment and job satisfaction. Ikonne (2014) carried out a study on the influence of workstation and work posture ergonomics on job satisfaction using 500 librarians from 37 federal and state university libraries in Southern Nigeria, the study revealed a positive relationship between ergonomics (suitability of workstation and equipment and work posture designs) and job satisfaction. In a similar study, Ikonne and Yacob (2014) affirmed a

positive relationship between ergonomics (spatial comfort and environmental workplace factors) and job satisfaction.

### **Person-Environment Fit Theory (P-E Fit)**

The Person-Environment Fit Theory (P-E fit) shares some assumptions: such as the idea that people seek for and create an environment that allows them to behaviorally manifest their traits (for instance, dominant individuals seek leadership positions); the extent to which people fit their work environments has significant consequences (e.g., satisfaction, performance, stress, productivity, turnover), with better fit associated with better outcomes; and P-E fit is a reciprocal and ongoing process whereby people shape their environments and environments shape people (Rounds & Tracey, 1990).

The development of P-E fit theory has taken so many different directions, it is essential to note that P-E fit is a notion with multiple forms, in terms of the conceptualization and the operationalization of person, environment, and their interaction. In fact, P-E fit has become such a diversified topic, conceptually and methodologically, that some researchers have gone so far as to say “there are as many ways to conceptualize and measure fit as there are scholars who study it” (Kristof-Brown & Billsberry, 2013, p. 1). The Person-Environment Fit theory is relevant in this study in that it explains the very concept of individuals trying to create a work environment that freely makes them develop their best traits, skills or experience.

### **Research Design**

The survey research design was used for the study. The design is found to be adequate due to its dependability in terms of anonymity of respondents, which allows respondents to give reliable answers to questions. The population was made up of one hundred and eighty-one (181) librarians. One hundred and fifty-six (156) are from South-West, while twenty-five (25) are from South-East, Nigeria. A self-structured questionnaire was designed in line with the objectives of the study for data collection. The questionnaire was pre-tested 30 librarians in four private university libraries not included in the study population. The universities selected for the trial test are Igbinedion University, Wellspring University, Benson Idahosa University, and Western Delta University. These Universities were selected because they share the same characteristics with the actual

universities for the study. The pre-test also enabled the researchers to correct ambiguous questions to ensure that the actual members of the study population would have a good understanding of the questions raised in the questionnaire. Considering the manageable population size, a total enumeration of all members of the population (181) was used for the study. Descriptive statistics such as frequency distribution, percentages, mean and standard deviation were used to analyze the research questions, while the hypothesis was tested using Pearson Product Moment Correlation. Out of 181 copies of the questionnaire distributed and retrieved, 176 were found useable.

**Table 1: Private Universities in South-West Nigeria: location, year established and population of Librarians**

S/N	Name of Private Universities	Location	Year	No of Librarians
1	Adeleke University	Ede, Osun State	2011	5
2	Afe Babalola University	Ado-Ekiti, Ekiti State	2009	6
3	Ajayi Crowther University	Oyo	2005	5
4	Al-Hikmah University	Ilorin	2005	2
5	Augustine University	Ilara, Lagos State	2015	5
6	Babcock University	Ilishan-Remo	1991	16
7	Bells University of Technology	Ota, Ogun State	2005	9
8	Bowen University	Iwo	2001	9
9	Caleb University	Lagos	2007	7
10	CETEP City University	Lagos	2005	1
11	Chrisland University	Owode, Ogun State	2015	2
12	Christopher University	Mowe, Ogun State	2015	1
13	Covenant University	Ota	2002	21
14	Crawford University	Igbesa, Ogun State	2005	4
15	Crescent University	Abeokuta	2005	5
16	Elizade University	Ilara- Mokin, Ondo State	2012	3
17	Fountain University	Osogbo	2007	4
18	Hallmark University	Ijebu Itete, Ogun State	2015	2
19	Joseph Ayo Babalola University	Ikeji-Arakeji Osun State	2006	7
20	Landmark University	Omu-Aran, Kwara State	2011	1
21	Lead City University	Ibadan, Oyo State	2005	6
22	McPherson University	Seriki Sotayo, Ajebo, Ogun State	2012	3
23	Mountain Top University	Ogun State	2015	1
24	Oduduwa University	Ipetumodu, Osun State	2009	7
25	Pan-Atlantic University	Lagos	2002	6
26	Redeemers University	Mowe, Ogun State	2005	7
27	Southwestern University	Okun Owa, Ogun State	2012	2
28	Achievers University	Owo, Ondo State	2007	5
29	Wesley University of Science & Technology	Ondo	2007	4

	<b>Total</b>		<b>156</b>
--	--------------	--	------------

**Table 2: Private Universities in South-East Nigeria: location, year established and population of Librarians**

S/N	Name of Private Universities	Location	Ownership	No of Librarians
1	Evangel University, Akaeze	Ebonyi	Private	02
2	Godfrey Okoye University, Ugwuomu-Nike- Enugu State	Enugu	Private	02
3	Gregory University, Uturu	Abia	Private	02
4	Madonna University, Okija	Anambra	Private	10
5	Paul University, Awka, Anambra State	Anambra	Private	02
6	Renaissance University, Enugu	Enugu	Private	03
7	Tansian University, Umunya	Anambra	Private	02
8	Caritas University	Enugu	Private	02
	<b>Total</b>			<b>25</b>

### **Presentation of Demographic Data of the Respondents**

The demographic variables of the respondents were collated, analyzed and presented with the use of percentage point and frequency distribution. The result was presented in Table 3.

**Table 3: Demographic Characteristics of Respondents**

Characteristics	Categories	Frequency	Percentage %
<b>Age</b>	Below 25	6	3.4
	26-30	79	44.9
	31-35	43	24.4
	36-40	36	20.5
	41-45	8	4.5
	46 above	4	2.3
	<b>Total</b>	<b>176</b>	<b>100</b>
<b>Gender</b>	Male	98	55.7
	Female	78	44.3
	<b>Total</b>	<b>176</b>	<b>100</b>
<b>Religion</b>	Christianity	144	81.8
	Islam	32	18.2
	<b>Total</b>	<b>176</b>	<b>100</b>
<b>Marital Status</b>	Married	143	81.3
	Single	21	11.9
	Divorced	4	2.3



	Separated	8	4.5
	<b>Total</b>	<b>176</b>	<b>100</b>
<b>Academic Qualification</b>	OND	8	4.5
	HND	27	15.3
	B. Sc	31	17.6
	M. Sc	81	46.0
	Ph.D.	29	16.5
	<b>Total</b>	<b>176</b>	<b>100</b>
<b>Rank</b>	Librarian II	72	40.9
	Librarian I	53	30.1
	Library Officer	17	9.7
	Assistant Librarian	34	19.3
	<b>Total</b>	<b>176</b>	<b>100</b>
<b>Years of work Experience</b>	Below 5 years	70	39.8
	6-10 years	82	46.6
	11-15 years	20	11.4
	16 years and above	4	2.3
	<b>Total</b>	<b>176</b>	<b>100</b>
<b>Unit/Department in the library</b>	Circulation	10	5.7
	Acquisition	37	21.0
	Technical Services	21	11.9
	Reference Section	8	4.5
	Serials Section	20	11.4
	IT/Automation/Digital section	45	25.6
	Readers Services	23	13.1
	Collection development	12	6.8
	<b>Total</b>	<b>176</b>	<b>100</b>

Findings indicate that the majority of the respondents (44.9%) were between ages 26-30. The distribution of the respondents by religion showed that majority (81.8%) were Christians, the reason could be that most of the higher institutions were Christian owned. Most of the respondents (46.0%) have M.Sc. (A master's degree in library science or related field) as their highest educational qualification. A large number of the respondents (40.9%) were Librarian II in ranking and most (46.6%) have 6-10years working experience. The majority of the respondents were from Covenant University while the smallest group (. 6%) was from Landmark University.

**Research Question One: What is the nature of librarians' work environment in private universities in South-East and South-West, Nigeria?**

**Table 4: Librarians' Work Environment**

Options: Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD), Undecided (U)

S/ N	Statements	SA (%)	A (%)	D (%)	SD (%)	U (%)	$\bar{X}$	SD
1	The physical structure of my library is neatly colored and well spacious	85 (48.3)	-	81 (46.0)	10 (5.7)	-	4.43	.600
2	I have good working relationship with my boss	126 (71.6)	-	-	-	50 (28.4)	4.28	.452
3	There is co-operation between the units in the library	-	14 (8.0)	92 (52.3)	-	70 (39.0)	4.24	.814
4	My library is well Ventilated	16 (9.1)	-	89 (50.6)	22 (12.5)	49 (27.8)	3.88	1.102
5	The Lighting level of my library is very sufficient	98 (55.7)	37 (21.0)	12 (6.8)	-	29 (16.5)	3.82	.786
6	My colleagues are friendly	-	38 (21.6)	83 (47.2)	7 (4.0)	48 (27.3)	3.80	1.069
7	The Temperature level of my library is accommodating	16 (9.1)	22 (12.5)	103 (58.5)	11 (6.3)	24 (13.6)	3.55	1.150
8	I feel respected at work	-	47 (26.7)	72 (40.9)	25 (14.2)	32 (18.2)	3.51	1.074
9	My library makes available alternative power supply to support the regular university power plant	-	43 (24.4)	67 (38.1)	38 (21.6)	28 (15.9)	3.45	1.030
10	My library has enough supplies of tables, chairs and shelves	-	66 (37.5)	42 (23.9)	17 (9.7)	51 (29.0)	3.44	1.259
11	The noise level in my library is low	-	57 (32.4)	83 (47.2)	14 (8.0)	22 (12.5)	3.40	1.069
12	I am comfortable with the power supply in the library	68 (38.6)	46 (26.1)	4 (2.3)	51 (29.0)	7 (4.0)	3.16	.937
	<b>Total</b>						<b>3.8</b>	

Libraries in South-East and South-West, Nigeria were affirmed to have good work environments as indicated in the average mean score of ( $\bar{X} = 3.8$ ). Respondents affirmed that the physical library structures are neatly colored as well as spacious ( $\bar{X} = 4.43$ ) and they do enjoy good working relationships with their bosses ( $\bar{X} = 4.28$ ). There is also a high level of co-operation within the

various units of the library ( $\bar{X} = 4.24$ ). The noise level in the libraries, as well as power supply, rated lowest with the mean scores of  $\bar{X} = 3.40$  and  $\bar{X} = 3.16$  respectively.

**Research Question Two: To what extent are librarians satisfied with their jobs in private universities in South-East and South-West, Nigeria?**

**Table 5: Job Satisfaction of Librarians**

**Options:** Very Highly Satisfied (VHS), Highly Satisfied (HS), Moderately Satisfied (MS), Satisfied (S), Not Satisfied (NS)

S/N	Job Satisfaction of librarians?	VHS (%)	HS (%)	MS (%)	S (%)	NS (%)	$\bar{X}$	SD
1	I am satisfied with the existing relationship between departments and colleagues in my library	-	8 (4.5)	14 (8.0)	108 (61.4)	46 (26.1)	4.09	.719
2	I am satisfied when my future and job security are not guaranteed in the present job	2 (1.1)	12 (6.8)	37 (21.0)	41 (23.3)	84 (47.7)	3.85	.895
3	I am satisfied when my experience is well appreciated and rewarded	10 (5.7)	21 (11.9)	19 (10.8)	79 (44.9)	47 (26.7)	3.75	1.144
4	I am satisfied with the healthy, clean and conducive work environment	13 (7.4)	11 (6.3)	51 (29.0)	50 (28.4)	51 (29.0)	3.65	1.176
5	I am satisfied when I am recognized for better performance	7 (4.0)	38 (21.6)	22 (12.5)	56 (31.8)	53 (30.1)	3.62	1.231
6	I am satisfied after I make use of new devices for growth	7 (4.0)	20 (11.4)	39 (22.2)	83 (47.2)	27 (15.3)	3.59	1.011
7	I am satisfied when best subordinates are recognized	-	44 (25.0)	24 (13.6)	74 (42.0)	34 (19.3)	3.56	1.068
8	I am satisfied when I participate in training and development	-	41 (23.3)	28 (15.9)	76 (43.2)	31 (17.6)	3.55	1.035
9	I am satisfied when I have a cordial relationship with other librarians	9 (5.1)	44 (25.0)	17 (9.7)	61 (34.7)	45 (25.6)	3.51	1.256
10	I am satisfied with my salary	3 (1.7)	39 (22.2)	38 (21.6)	68 (38.6)	28 (15.9)	3.45	1.057
11	I am satisfied with my library building	4 (2.3)	35 (19.9)	54 (30.7)	56 (31.8)	27 (15.3)	3.38	1.041
12	I am satisfied when my organization permits and highly values the research of academic librarians	-	52 (29.5)	33 (18.8)	70 (39.8)	21 (11.9)	3.34	1.030
13	I am satisfied with the library furniture's lightening and painting shows	7 (4.0)	39 (22.2)	48 (27.3)	53 (30.1)	29 (16.5)	3.33	1.113

14	I am satisfied with the way my effort is highly recognized and rewarded	6 (3.4)	61 (34.7)	25 (14.2)	51 (29.0)	33 (18.8)	3.25	1.212
15	I am satisfied with the level of educational technology in my library	7 (4.0)	45 (25.6)	30 (17.0)	40 (22.7)	54 (30.7)	3.23	1.130
16	I am satisfied when it comes to receiving both financial and non-financial reward at workplace	-	65 (36.9)	35 (19.9)	61 (34.7)	15 (8.5)	3.15	1.020
17	My experience with timely salary payment is satisfactory	25 (14.2)	62 (35.2)	23 (13.1)	55 (31.3)	11 (6.3)	2.80	1.205
	<b>Total</b>						<b>3.5</b>	

The result in Table 5 indicates a high-level job satisfaction with an average mean score ( $\bar{X} = 3.5$ ) on the scale of 5. Specifically, job satisfaction was found to be derived mainly from relationship between departments and colleagues within the library ( $\bar{X} = 4.09$ ,  $SD = .719$ ), when their future and job security is guaranteed in the present job ( $\bar{X} = 3.85$ ,  $SD = .895$ ), when their experience on the job is well appreciated and rewarded ( $\bar{X} = 3.75$ ,  $SD = 1.144$ ), when there is healthy, clean, conducive and safe physical working environment ( $\bar{X} = 3.65$ ,  $SD = 1.176$ ), when they are recognized for better performance ( $\bar{X} = 3.62$ ,  $SD = 1.231$ ). Areas of least satisfaction were associated with satisfaction with the level of educational technology use ( $\bar{X} = 3.23$ ,  $SD = 1.130$ ), receiving both financial and non-financial reward ( $\bar{X} = 3.15$ ,  $SD = 1.020$ ) and timely salary payment ( $\bar{X} = 2.80$ ,  $SD = 1.205$ )

To substantiate the null hypothesis which states that there is no significant relationship between the work environment and job satisfaction of librarians in South-East and South-West, Nigeria, Pearson Product Moment Correlation test was carried out

**Table 6: Result of Pearson Product Moment Correlation (PPMC) of Work Environment and Job Satisfaction**

Variable	Mean	Std. Dev.	N	r	P	Remark
Work Environment	41.56	6.295	<b>176</b>	<b>.856</b>	<b>.000</b>	<b>Sig.</b>
Job Satisfaction of Librarians	62.50	12.894				

**\*\*Sig. at 0.05 level**

Table 6 shows that there is a positive and statistically significant correlation between work environment and job satisfaction ( $r = 0.856$ ,  $p < 0.05$ ). This indicates that when there is an improvement in work environment, the job satisfaction of librarians will improve. The null hypothesis is then rejected. Therefore, the conclusion of the hypothesis result is that there is a significant relationship between work environment and job satisfaction of librarians in South-East and South-West, Nigeria.

### **Discussion of Findings**

As regards the work environment in private universities in South-West and South-East regions of Nigeria, the study reveals that most of the libraries have neat, spacious and well-ventilated structures, however, they rated low in terms of furniture supplies, noise level and power supply. This partially supports the findings of Babalola (2012) whose study indicated the presence of clean environment in libraries of Colleges of Education, Nigeria. While the libraries, may be said to be spacious, neat and well ventilated, the structures cannot do much on their own without adequate furnishing to carry out daily work activities.

In relation to librarians' job satisfaction in private universities in South-East and South-West, Nigeria, it was found that most of the librarians were satisfied with their job and enjoyed cordial relationships with colleagues. This corroborates the findings of Burd (2003) who examined the work values of academic librarians: exploring the relationships between values, job satisfaction, commitment and intent to leave in the United States of America and identified that when librarians find themselves in organizations where participatory management is cultivated, open communication is allowed and relationships are built on honesty and trust, their tendency towards job satisfaction is guaranteed.

The null hypothesis which states that there is no significant relationship between the work environment and job satisfaction of librarians in South-East and South-West, Nigeria was rejected since the study reveals a significant relationship. This means that work environment has a positive influence on job satisfaction of librarians. Work environment could actually help to improve or mar the satisfaction of librarians in South-East and South-West, Nigeria. In other words, poor management of all aspects of work environment will affect the job satisfaction of librarians. This

implies that when there is improvement in physical structure, facility, power supply, ventilation, lighting, educational technology and reduction of noise, there will be improvement in job satisfaction of librarians. This agrees with Oyintola, Abiodun and Ajani (2013) who found a significant correlation between work environment and job satisfaction of librarians. It also supports the findings of Adio and Popoola (2010) whose study established that job dissatisfaction is mainly attributed to factors such as insufficient funding, recognition, and poor work condition.

### **Summary of findings**

The major findings of the study are as follows:

1. The study established the nature of the work environment of librarians in private universities in South-East and South-West Nigeria as generally satisfactory, with the libraries having good structural edifices, a neat environment and good working relationships with colleagues. However, there were deficiencies in the areas of furniture, noise control and power supply.
2. Librarians were found to be satisfied with their jobs especially with relationships existing between departments and colleagues. They were, however, least satisfied with the level of technology use and financial and non-financial rewards.
3. A significant relationship was established between the work environment and job satisfaction of librarians in South-East and South-West, Nigeria ( $r = 0.856$ ,  $p < 0.05$ ).

### **Conclusion**

Issues relating to work continues to be important to management, workers and researchers considering the need to find a balance between the needs of employers and employees. While university libraries are dependent on librarians to achieve their visions and missions, it is necessary that they (libraries) provide conducive work environment, and that librarians find satisfaction with their jobs. This study provides empirical evidence on the nature of the work environment and level of job satisfaction of librarians in South-East and South-West, Nigeria. It also confirms the assertion that work environment enhances job satisfaction.

### **Recommendations**

Based on the findings, the following recommendations are made:-

1. Although the work environment of librarians was found to be adequate, it was marred by inadequate power supply and noise. Hence, library management should remedy the issue of power supply by making provision for alternative power supply. This will not only boost the work environment but also improve overall work efficiency. On the other hand, management can tackle the issue of noise by ensuring that library users are informed of library rules and the need to maintain a quiet reading atmosphere while also ensuring that staff monitor reading areas at all times.
2. Financial and non-financial rewards are necessary for job satisfaction; hence, library management should look into ways of investing in staff welfare while also ensuring prompt payment of salaries.

## References

- Adio, G., & Popoola, S. O. (2010). Job satisfaction and career commitment of librarians in Federal University Libraries in Nigeria. *Library Review*, 59(3): 175-184.
- Ajie, I. A. & Omotunde, O. I. (2015). Job satisfaction and organizational commitment among Library personnel in selected libraries in Ogun State, Nigeria. *Information and Knowledge Management*, 5 (10), 20 – 30. <https://pdfs.semanticscholar.org/9e10/3fcd02cc38f207b2e3f2ba853acc72db56a4.pdf>
- Amjid, K., (2013). Job Satisfaction among Librarians in the Universities of Khyber Pakhtunkhwa, Pakistan: A Survey. *Library Philosophy and Practice (e-journal)*. Paper 906. <http://digitalcommons.unl.edu/libphilprac/906>
- Amusa, O. I., Salman, A. A. & Ajani, F. O. (2014). Occupational frustration variables of the librarians in public universities in South-west Nigeria. *The Information Manager* 14(1&2):38-4
- Anyaku, E. N.; Osuigwe, N. E. & Oguaka, C. N. (2015). Technology and Job Satisfaction in Academic Libraries: Role of Leadership Style and Librarians' Attitude *International Journal of Library* 4(4): 73-80
- Babalola G. A., (2012). Influence of Job Motivation Demographic and Environmental Factors on Librarians' Productivity in College of Education in Nigeria. Ph.D. Thesis, Ibadan, University of Ibadan, p.131.
- Balasubramanian, P., Saravanan, S and Seetharam, S. C. R., (2013). Job satisfaction among

- Librarians in Tirunelveli District. *Indian Journal of Library and Information Science*, 7 (3):351-357  
[https://rfppl.co.in/subscription/upload\\_pdf/P%20BALASUBRAMANIAN\\_1300.pdf](https://rfppl.co.in/subscription/upload_pdf/P%20BALASUBRAMANIAN_1300.pdf)
- Chuks-Ibe, P. O, and Ozioko, R. E. (2014). Job satisfaction among librarians in Academic libraries in Niger State. *International Research: Journal of Library and Information Science*, 4 (3): 406-416
- Humphries, M. (2005). Quantifying occupant comfort: Are combined indices of the indoor environment practicable? *Building Research and Information*, 33(4), 317-325.
- Hyder, M. & Batool, S. H. (2013). job satisfaction among public and private university/degree awarding institution librarians of Lahore: a comparative study. *Pakistan Journal of Library and Information Science* 14: 16-25
- Ikonne, C. N. (2014). Influence of workstation and work posture ergonomics on job satisfaction of Librarians in the Federal and State University Libraries in Southern Nigeria *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)* 19 (9): 78-84
- Ikonne, C. N. & Onuoha, U. D. (2015). Factors influencing job satisfaction of librarians in Federal and State University Libraries in Southern Nigeria *Open Access Library Journal*, 2 (2):1-9 <https://www.scirp.org/journal/PaperInformation.aspx?PaperID=68067>
- Ikonne, C. N. & Yacob, H. (2014). Influence of spatial comfort and environmental workplace ergonomics on job satisfaction of Librarians in the Federal and State University Libraries in Southern Nigeria. *Open Access Library Journal*, 1 (6): 1-10
- Khan, A. & Ahmed, H. (2013). Job satisfaction in the Universities of Khyber Pakhtunkhwa, Pakistan: A survey; *Library Philosophy and Practice* (e-journal) Paper 906 <http://digitalcommons.unl.edu/libphilprac/906>
- Kaur, R., (2006). “Librarians’ Job Satisfaction: Nature, Determinants and Theories.” *International Library Association Bulletin*. 42.4: 5-12.
- Leysen, J. M. & Boydston, J. M. K. (2009) (2009). Job Satisfaction among Academic Cataloger Librarians. *Collections and Technical Services Publications and Papers* 2(11): 34-45 [http://lib.dr.iastate.edu/libcat\\_pubs](http://lib.dr.iastate.edu/libcat_pubs)
- Lock, E. A. Latham, G. P. (2010), *A Theory of goal setting and task performance*. New York: Pentice- Hall.
- Onuoha, U. D., Samuel, T. D. & Ojo, A. I. (2014). Gender and job satisfaction: A study of library staff in private University libraries in Ogun State, Nigeria. *Journal of New Media*



*and Mass Communication*. [http://www.pakinsight.com/pdf-files/soc/91/JNMMC-2014-1\(1\)-12-19.pdf](http://www.pakinsight.com/pdf-files/soc/91/JNMMC-2014-1(1)-12-19.pdf)

- Oyintola, I. A., Abiodun, O. I, and Ajani, F. O, (2013). Work environment and job satisfaction of librarians in the public universities in South-west Nigeria. *International Journal of Library and Information Science*. 5(11): 457-461, DOI: 10.5897/IJLIS2013.0404 <http://www.academicjournals.org/IJLIS>
- Pors, O. N., & Johannsen, C. G. (2002). Job satisfaction and motivational strategies among library directors. *New Library World*, 103, 199-209.